

# Delaware

The First State

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*I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF  
DELAWARE, DO HEREBY CERTIFY THE ATTACHED IS A TRUE AND CORRECT  
COPY OF THE CERTIFICATE OF FORMATION OF "CRESTVIEW STRATEGY USA  
LLC", FILED IN THIS OFFICE ON THE TWENTY-SECOND DAY OF MAY,  
A.D. 2019, AT 5:25 O`CLOCK P.M.*



7432831 8100  
SR# 20194376882

You may verify this certificate online at [corp.delaware.gov/authver.shtml](http://corp.delaware.gov/authver.shtml)

  
Jeffrey W. Bullock, Secretary of State

Authentication: 202882861  
Date: 05-22-19

State of Delaware  
Secretary of State  
Division of Corporations  
Delivered 05:25 PM 05/22/2019  
FILED 05:25 PM 05/22/2019  
SR 20194376882 - File Number 7432831


**CERTIFICATE OF FORMATION**  
**OF**  
**CRESTVIEW STRATEGY USA LLC**

The undersigned, for the purpose of complying with the provisions of the Delaware Limited Liability Company Act (6 *Del. C.* § 18-101, *et seq.*) and forming a limited liability company thereunder, hereby certifies as follows:

1. **Name.** The name of the limited liability company formed hereby is Crestview Strategy USA LLC (the “*Company*”).

2. **Registered Agent.** The name and address of the registered agent for service of process of the Company in the State of Delaware is Registered Agent Solutions, Inc., 9 E Loockerman Street, Suite 311, Dover, Delaware 19901, County of Kent.

IN WITNESS WHEREOF, the undersigned authorized person has executed this Certificate of Formation this 22nd day of May, 2019.

  
\_\_\_\_\_  
Sheri L. Berndt-Smith, Authorized Person